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DDA 83-1908

DDA REGISTRY

FILE: 80-13

29 July 1983

100-5

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MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Executive Director

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Travel Controls

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1. This is in response to your concern regarding controls on travel performed by Agency employees. Since my authority is limited to the control of travel performed by the Directorate of Administration, I solicited the advice and counsel of the other Deputy Directors in preparing this response. Although we will not argue that every trip is fully warranted, there is a consensus that the major portion of travel being performed by Agency personnel is justified. There is a strong argument that the nature of our business requires more travel, particularly overseas, than is normally required by other departments and agencies.

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2. The Agency's regulatory issuances provide a sound basis for the control of travel. The actual performance of travel regarding scheduling, routing, allowable fares, etc., is subject to close review. In addition, the following mechanisms also exist with respect to travel controls:

a. Prior concurrence of chiefs of stations (and the respective ambassadors abroad) must be obtained for all proposed overseas trips.

b. Authorizing officials must ensure that the travel is necessary and in accord with all of our regulatory issuances.

c. In addition to authorizing/approving officials, each travel order must be certified by a finance officer who independently attests that the travel is properly in conformance with Agency activities and that funds are available and appropriately obligated.

d. Travel orders are extensively coordinated with all concerned Agency components and each traveler going abroad must be cleared through the Offices of Medical Security, and the Central Processing Branch (CPB) that handles all the mechanics of arrangements for the traveler, i.e., ticket purchases, passports, and visas.

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e. All "non-routine" travel requires special approval, i.e., first class, clipper class, travel by foreign carrier, etc.

f. Authorizing officials, other than you and the DDCI, may not authorize or approve their own travel.

g. Employees are cautioned by regulation that they are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business. [redacted]

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3. It appears that we have provided Agency managers with sufficient mechanisms and structure to exert tight controls on travel activities. In response to your concern, a review of each Directorate's approval arrangement revealed an inordinate number of approving officers. As a consequence of this review, each Deputy Director is reducing the number of his approving officers to only those essential for efficient operation. From our first estimation, we believe that we can reduce the number of travel approving officers in the four Directorates by 39 percent without negatively impacting on operations. There is a strong consensus among the Deputy Directors that the extra burden of approving travel should not be placed on the EXDIR and the DDCI but should be left with the Directorate managers. [redacted]

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4. In addition to the above, a computer-driven airline reservation and ticketing capability is being installed within CPB for official use of Agency employees and their dependents. This system will provide greater efficiencies, economies, and improved security due to the reduction in witting airline representatives. The increased efficiencies will result from a better awareness of discount fares. [redacted]

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6. The controls that are currently established, such as the reduction of approving officers, the use of the central ticketing system and GTRs will result in economies. Nevertheless, I believe additional economies can be realized by organizational and management changes that result in more centralization of travel services. I have forwarded a proposal for these changes to the DDCI for his approval. [redacted]

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7. New Subject: In accordance with your direction, we have obtained information on applicable Peter Grace Commission reports and are studying them to see how they may be applied toward improving the management of the Agency. [redacted]

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[redacted]
Harry E. Fitzwater

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